# CEO’s Statement

Nigeria faces two imperatives that cannot be traded off: providing the dependable energy needed for economic development and driving a credible path to lower emissions. FIRST E&P exists to answer both needs, and this report details our performance against that commitment in 2025.

We remain, at our core, an oil producer - a good company, performing well on the fundamentals. That is not going to change soon, and it should not: oil is what funds everything else we want to become. It is the revenue base that lets us invest in the technology, the people, and the infrastructure that a lower-carbon future demands, and it continues to meet real energy needs across Nigeria and the markets we serve.

We operate five shallow-offshore assets, the Anyala field (PML 53), Madu field (PML 54), Songhai field (PPL 275), Ato North field (PPL 276) and Ato South field (PPL 277), within the NNPC Ltd/FIRST E&P Joint Venture, alongside interests in OMLs 34, 71 and 72. Following the 2024 commissioning of the Madu field, 2025 marked our first full year of joint production from both offshore assets.

Our financial results for the year reflect steady performance and disciplined investment across our operations. Operated crude oil production averaged 46.76 kbopd in 2025, compared to 46.77 kbopd in 2024. Revenue stood at US$495.8 million, slightly below FY2024 (US$510 million), reflecting lower realised crude prices and slightly lower production volumes, including weather-related production deferments. EBITDA for the year was US$287.6 million (FY2024: US$378.8 million).

Unit operating costs rose to US$12.1 per barrel, compared to US$10.7 per barrel in the prior year due to lower production volumes, reconciliation of FPSO excess-liquid costs and higher staff-related costs. Importantly, we maintained our strategy of investing through the cycle, increasing capital expenditure to US$419.1 million (up from US$350 million in FY2024) to drive the continued growth of our portfolio.

We remitted US$8.68 million as levies (NDDC & NCD levies) up from $8.48 million in FY2024. Beyond our statutory contributions, we invested directly in initiatives that create lasting value for our host communities, society and future generations, with social investment expenditure representing approximately 1.0% of our 2025 revenue (2024: 1.1%)

We remain acutely focused on emissions management, and 2025 marked the year our strategy delivered measurable results.

By bringing associated-gas re-injection at Madu to full effect, we lifted gas utilisation to around 72% and cut Scope 1 emissions to 412,728 tonnes of CO2e , close to a 30% reduction on the prior year, while methane intensity continued to fall.

But the significance of this goes beyond the numbers: it points to where the business is heading. During 2025 we continued to advance our gas-commercialisation programme while maximising gas utilisation through reinjection and reduced flaring. Over time, domestic gas supply, and in due course a midstream capability, is how we intend to serve communities and industries at home as well as export markets. It is part of the answer to closing the energy access gap, not only its export economy. Gas is a bridge, not a destination: over time, we see FIRST E&P evolving into an energy solutions provider, with renewable energy part of that longer horizon.

While these results represent initial milestones on a longer journey, they demonstrate tangible progress and validate the net-zero pathway approved by the Board.

Asset integrity and process safety remain foundational to our operational licence. In 2025, we maintained rigorous tracking against our planned maintenance schedules, driving robust Loss of Primary Containment (LOPC) performance.

Our environmental management systems ensured all operated assets functioned strictly within regulatory and permissible limits.

Produced water was treated before discharge, with oil-in-water concentrations maintained below the applicable 30 ppm limit.

Our people remain central to achieving our operational and strategic objectives. We aim to cultivate an environment where our people can maximise their talent and potential, growing their careers alongside the evolving ambitions of the company.

In 2025, our direct workforce grew to 157, with women representing 28% of our personnel. We take great pride in maintaining a workforce in which 99% of employees are Nigerian nationals, reinforcing our belief that local content development is a core operating principle, not just a regulatory mandate.

To sustain this standard, we continue to invest in succession planning and targeted talent pipelines - including structured development grants and technical training - to build indigenous capability for the future.

Local content remains a first principle for us, not an afterthought. In 2025, we kept Nigerian content above 80% across our operations, engaging approximately 200 Nigerian vendor companies.

While our operations are situated shallow-offshore, our commitment to host communities remains direct, grounded and deeply personal.

Beyond direct employment, we remain committed to creating shared prosperity. Approximately US$16.78 million has been paid by the NNPC Ltd/FIRST E&P JV to our host communities through the Host Community Development Trust since 2023, including US$6.26 million in FY2025, in line with the Petroleum Industry Act's which provides for annual contributions of at least 3% of the operator's preceding year operating expenditure.

Through our joint venture with NNPC Ltd, we awarded 11 new scholarships to secondary school students from our host communities through the BiRKE scholarship programme in 2025, bringing the total number of beneficiaries as at December 2025 to 51, and reached 3,871 community members through our annual medical outreach programme across our 11 host communities.

FIRST E&P is entering a phase of operational consolidation and disciplined expansion of her shallow-offshore portfolio. The opportunity ahead is to grow production while simultaneously driving down emissions intensity - anchored by our gas commercialisation strategy and nature-based carbon initiatives - and to report on both with equal rigour. I thank our staff for the dedication behind these results, and our partners and stakeholders for their continued trust.

**Ademola Adeyemi-Bero**

**Managing Director/Chief Executive Officer (CEO)**